

**PLANNING AND DEVELOPMENT COLLABORATIVE INTERNATIONAL**

# **Middle Egypt Utilities Institutional Strengthening Project**

## **17<sup>th</sup> Quarter Progress Report**

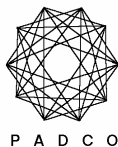
**Covering the period  
July 1, 2003 through September 30, 2003**

**United States Agency for International Development, Egypt  
USAID Contract Number: 263-C-00-99-00018-00**

**Submitted by PADCO, Inc., 1025 Thomas Jefferson Street, NW, Suite 170,  
Washington, DC 20007**

**In association with  
CDM International, HARZA Environmental Services, Training Resources  
Group, ECG Engineering Consultants Group, and Environmental Quality  
International (EQI)**





PLANNING AND DEVELOPMENT COLLABORATIVE INTERNATIONAL  
Middle Egypt Utilities Institutional Strengthening Project

November 30<sup>th</sup>, 2003

Mr. Mamdouh Raslan COTR  
USAID/Egypt  
Plot A1, off El Laselky Street, New Maadi  
Cairo, Egypt 11435

Middle Egypt Utilities Institutional Strengthening Project  
USAID Grant No. 263-0270  
PADCO Contract No. 263-C-00-99-000-18-00  
**Re: 17<sup>th</sup> Quarter Progress Report**

Dear Mr. Raslan,

Please find enclosed four (4) copies of PADCO's **17<sup>th</sup> Quarter Progress Report** covering the period July 1, 2003 through September 30, 2003. As we have done in previous quarters, we will distribute the six (6) Arabic and English copies of the progress report directly to the authorities.

Sincerely,

Ernest A. Slingsby  
Chief of Party

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## ACRONYMS AND ABBREVIATIONS

BEGAWS	Beni Suef Economic General Authority for Water and Sanitation
CAA	Central Accounting Agency
CAOA	Central Agency for Organization and Administration
COP	Chief of Party
COTR	Contracting Officer Technical Representative
DCOP	Deputy Chief of Party
DT 2	Development Training II (Project)
EDAMS	Utility billing and collection software (EDAMS is a trademark of Hydro-Comp Egypt; it stands for Engineering, Design, Analysis, and Management of Systems)
EGA	Economic General Authority
EPA	Electrical Power Authority
FaDWaSP	Acronym for a Dutch-funded development project working in Fayoum with FEGAWS
FEGAWS	Fayoum Economic General Authority for Water and Sanitation
GIS	Geographic Information System
GOE	Government of Egypt
GSE	Giza Systems Engineering, the vendor supplying financial software
HPP	High Priority Projects (financed by Master Plan)
LE	Egyptian Pound
MEGAWS	Minia Economic General Authority for Water and Sanitation
MEUIS	Middle Egypt Utilities Institutional Strengthening (Project)
OD	Organizational Development
PA	Public Awareness
PADCO	Planning and Development Collaborative International (Contractor for MEUIS Project)
QA/QC	Quality Assurance/Quality Control
SOP	Standard Operating Procedure
SOW	Scope of Work
UFW	Unaccounted for Water
USAID	United States Agency for International Development
WTP	Water Treatment Plant
WW	Water and Wastewater (USAID division in the office for Environment and Infrastructure, which is responsible for this project)
WWPS	Wastewater Pumping Station
WWTP	Waste Water Treatment Plant
WWSPR	Water/Wastewater Sector Policy Reform

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## INTRODUCTION

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The 17<sup>th</sup> Quarter Progress Report covers the fourth and last quarter of the MEUIS Project's 4<sup>th</sup> Year, covering the period July-September 2003.

As usual, this report highlights the project's achievements and accomplishments this quarter. Then, the report addresses the achievements and accomplishments of the utilities, including status of the strategic plan programs, and concerns and opportunities based on actual results of various activities in the three authorities. Finally, the report presents the milestones and anticipated results expected during the next 18<sup>th</sup> quarter.

The most significant undertaking distinguishing the 17<sup>th</sup> quarter is the development of Year Five work plan, which includes the detailed project accomplishments during year four, approach and strategy of year five in addition to results and milestones anticipated during year five of the project.

Although this report represents only the fourth quarter of year four, yet some parts include the project's achievements of year four as a whole due to their significance and impact on the authorities and because this is the last report of year four and it also reflects the closing financial statements of the authorities for FY 2002/2003.

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## **SECTION 1: ACHIEVEMENTS OF THE MEUIS PROJECT**

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### **1. YEAR FIVE WORK PLAN**

During this quarter, the last quarter of the MEUIS Project's 4<sup>th</sup> Year, Year Five work plan was developed in its final format. The philosophy and approach of year five are based on several tasks:

- Enhancing authorities' commercialization
- Enhancing management capabilities and skills
- Sustaining cost recovery

These tasks are aimed at enabling the three authorities to reach complete self sufficiency and self autonomy qualifying them to convert to water companies under the pretext of WWSRP project. Year Five work plan includes the following:

- Chapter One: Introduction
- Chapter Two: Year Four Achievements
- Chapter Three: Approach and Strategies
- Chapter Four: Year Five Work Plan

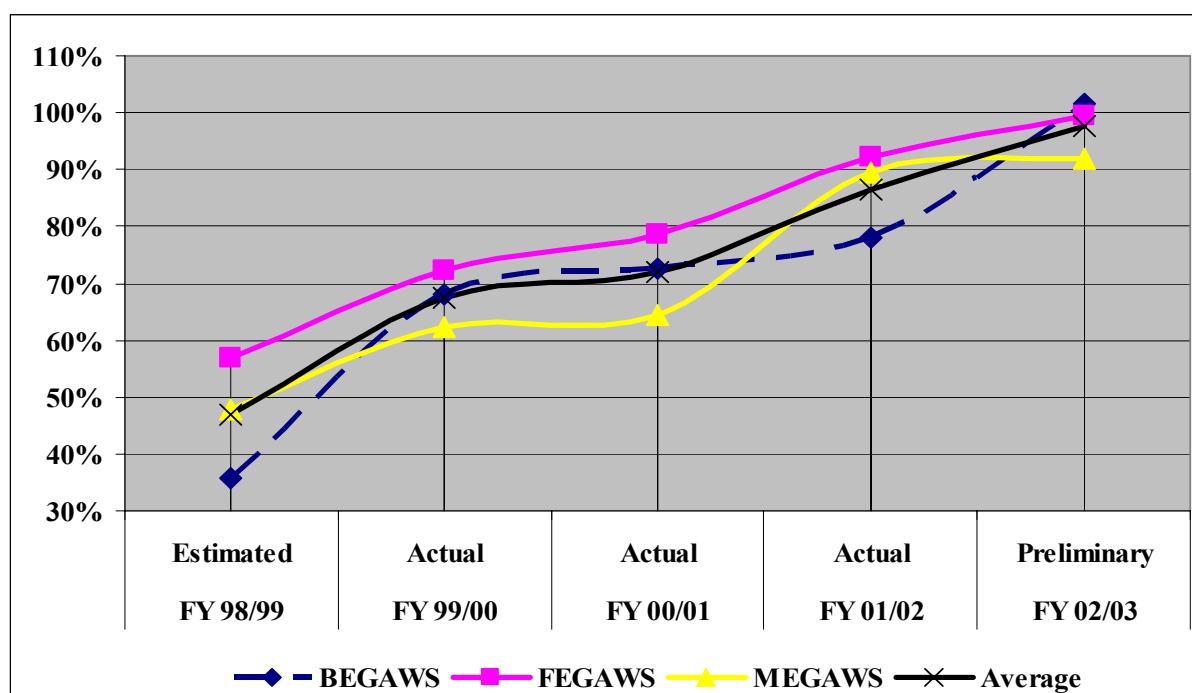
It is anticipated to conduct 3 workshops during the second half of October, prior to the month of Ramadan, to discuss the plan in the three authorities.

### **2. COST RECOVERY**

Based on preliminary results from FY 02/03, the three utilities generated total revenues of LE 92 million from services sold to their customers. Two of the authorities have achieved full O&M cost recovery, namely BEGAWS and FEGAWS, while third, MEGAWS, has recovered 93% of its O&M costs from revenues. At the start of the project, the three authorities averaged 47% cost recovery. (See Figure 1).

As illustrated by the foregoing, the three utilities have made remarkable accomplishments over the course of the project and are well on the road to achieving full autonomy and self-sufficiency.



**Figure 1: Progress by Middle Egypt Utilities in Achieving O&M Cost Recovery**

Annex 1 illustrates the progress in revenues, collections and cost recovery for the three authorities over the period FY 1999/2000 to FY 2002/2003.

### **3. UNACCOUNTED FOR WATER**

A remarkable progress has been made in reducing unaccounted for water due to the great emphasis the three authorities have placed on achieving this target with support from the project. Preliminary results of water audits indicate that unaccounted for water averaged at 41% for the three authorities compared to an average of 49% during FY 1999/2000. This means that unaccounted for water has been reduced by 20% during the last three years.

The following table shows the status of water audits of various cities in the three governorates during the previous quarter.

**Table 1: Targeted and Actual Reduction of UFW for the 3 EGAs**

Location	UFW Before Mitigation Measures	UFW after mitigation measures	
		Targeted	Actual
<b><u>Fayoum</u></b>			
Fayoum City	47%*	35%	43%**
Sennoures Markaz	42%	35%	30%
Itsa Markaz	54%	48%	48%
<b><u>Beni Suef</u></b>			
Beni Suef City	52%*	40%	47%**
Nasser City	52 %	42%	33%
El-Wasta City	37%	32%	32% **
Beba City	52%	40%	47%**
<b><u>Minia***</u></b>			
Minia City	30%*	25%	28%**
El-Edwa City	20%	-	
Dier Mowas City	43%	35%	35%**
Maghagha	52%	42%	47%**

\* Based on pilot area studies.

\*\* Estimated percentages as further reduction is on going.

\*\*\* MEGAWS is currently replacing broken residential meters.

#### **4. QUALITY ASSURANCE/QUALITY CONTROL (QA/QC)**

During this quarter, PADCO's Team assisted the three authorities in developing central lab equipment specifications and contract documents. Lab equipment will be funded through FARA. Both Minia and Beni Suef need a new central lab to carry out tests that are not routinely available at WTPs' laboratories.

QA/ QC samples collecting and testing program is being implemented routinely.

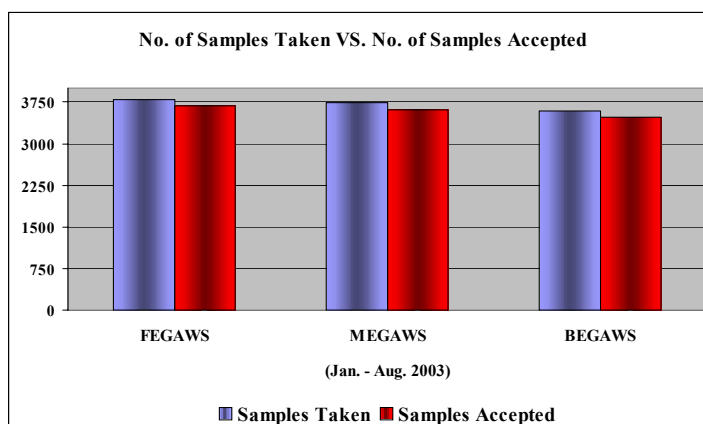
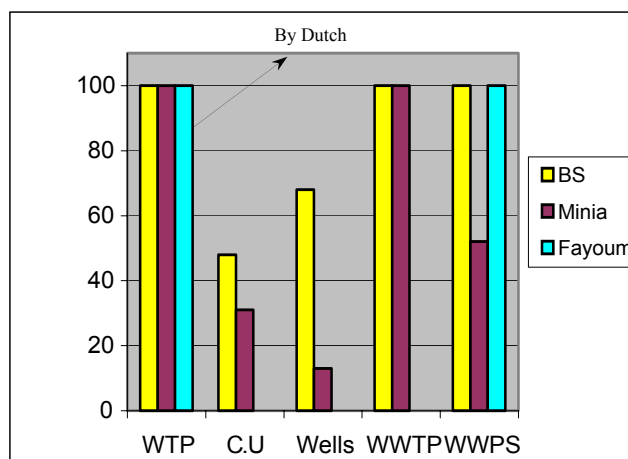
**Figure 2: Samples Taken Vs Sample Passed (8 Months)**

Figure 2 above summarizes samples taken versus samples passed during the last 8 months. The number of samples taken now by authorities is about 4-5 times the sample taken before and the acceptance rate is very high, generally above 97%.

## **5. MAINTENANCE MANAGEMENT**

One of the most important tasks of O&M team is to implement planned preventive maintenance at all water/wastewater facilities, which aims at ensuring reliability of equipment and avoiding costly breakdowns and minimize equipment down time to ensure continuity of the production process.

By the end of year four, all WTPs and WWTPs in Beni Suef and Minia and all WWTPs in Fayoum are covered by preventive maintenance programs. The plan for the next quarter is to assess the possibility of computerizing maintenance system. Figure 3 shows the percent of facilities covered by PM systems.

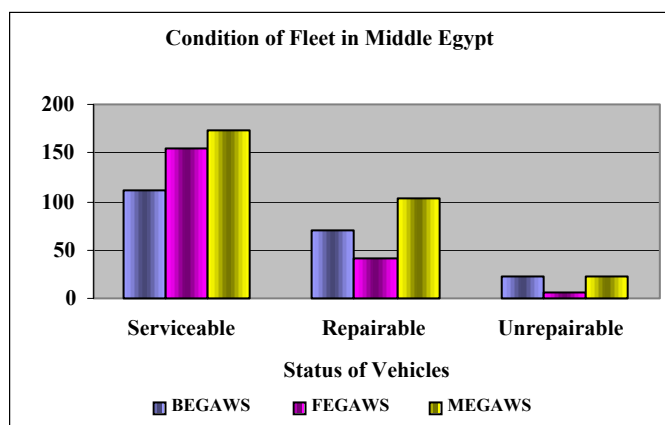


**Figure 3: Percent of Facilities Covered by PM Systems**

## **6. FLEET MANAGEMENT**

During this quarter, fleet management team completed the survey of fleet status for each authority and vehicles were classified into three categories: serviceable, broken and un-repairable. Un-repairable vehicles were considered obsolete while a list of spare parts and repair needs were identified for broken, repairable vehicles.

Figure 4 provides summary of vehicles, while Annex 1 provides a detailed breakdown by category.



**Figure 4: Fleet Status for the Three Authorities**

## **7. NETWORK MAPPING AND MANAGEMENT**

The mapping task has been a significant undertaking by the networks team. Maps enable maintenance teams to easily develop and monitor maintenance plans and to easily locate specific system components. They also help the project department in planning and managing new projects and hydraulically modeling existing conditions to identify potential system problems.

Table 2 shows the status of the water network mapping activity. Quality Control and review work is an important activity of this task.

Along with the mapping activity, databases were developed to identify system appurtenances and specifications, and present historical records.

Authority	City	% Mapping
<b>FEGAWS</b>	Fayoum City	100
	Sennoures	100*
	Fayoum Markaz	100*
	Itsa	100*
	Ibshway	50*
<b>BEGAWS</b>	Beni Suef City	100
	El-Wasta City	100
	Nasser City	75
	Beba City	100*
	El-Fashin City	100*
	Somosta City	100*
<b>MEGAWS</b>	Minia City	100
	El-Edwa City	100
	Dier Mowas City	100
* Mapping for these locations was conducted by Dutch project in Fayoum and Finnish project in Beni Suef		

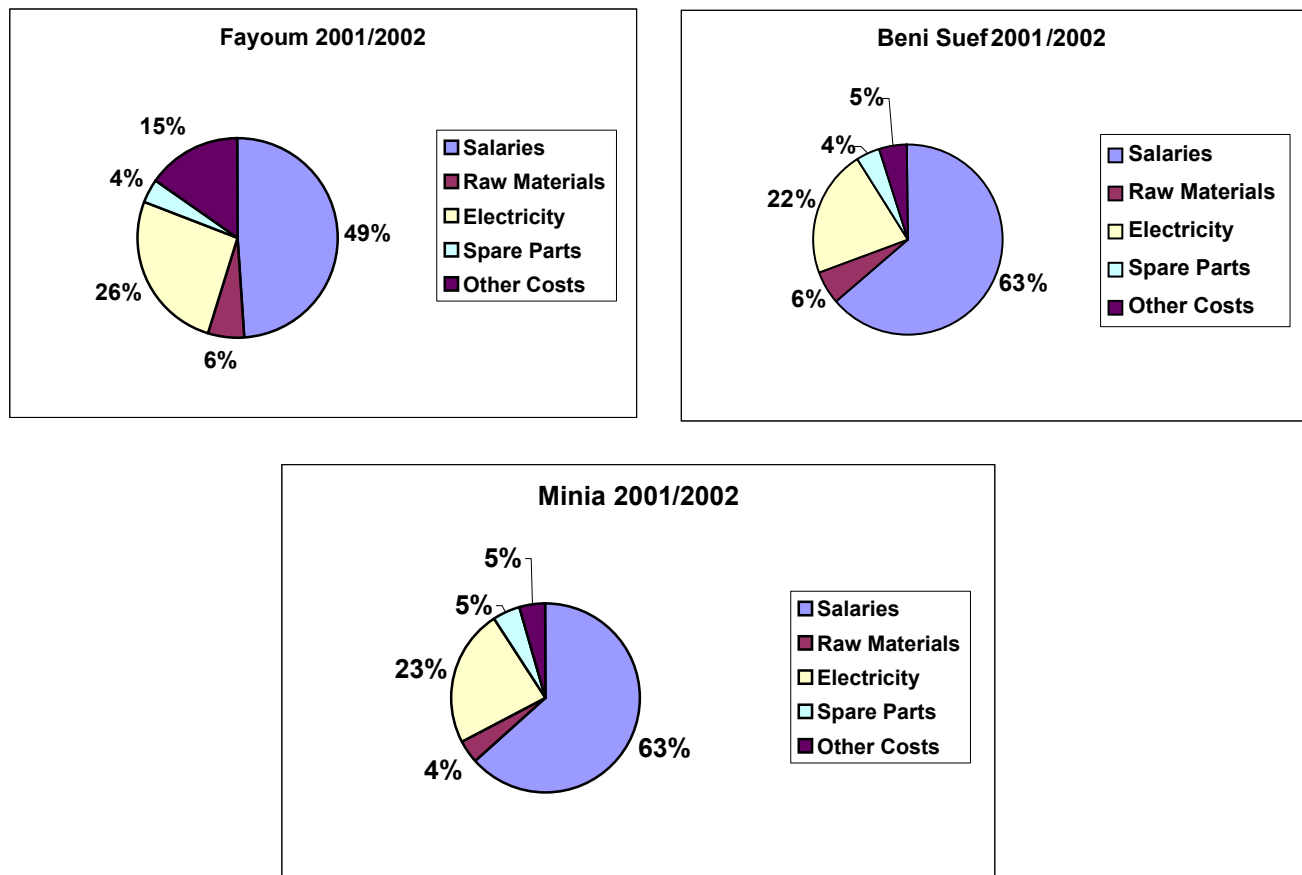
**Table 2: Status of Networks Mapping Activity**

Maps and database work includes:

- Pipe location, diameter, and material.
- Identification for valves with information such as type of valve, diameter, condition, last time exercised, depth, room size, etc.
- Fire Hydrants location and information and other accessories

## **8. LABOR RATIONALIZATION**

Salaries represent the biggest share of production cost in the three authorities. As shown in figure 5, salaries represent 49%, 63% and 63% in FEGAWS, BEGAWS and MEGAWS respectively.

**Figure 5: Share of Salaries in Production Cost during 2001/2002**

Accordingly, labor rationalization study is the key factor in cost rationalization. Labor rationalization study has been completed during this quarter and gap analysis has been conducted reflecting about 13% surplus staff in the three authorities as shown in table 3 while table 4 indicates the actual and targeted number of workers per 1000 connections for the three authorities. The authorities started to implement policies and actions recommended in the study.

**Table 3: General Results of Labor Rationalization Study**

Authority	Actual Staff	Proposed Staff	Surplus Staff	
			Number	Percent
Fayoum	2365	2100	265	11%
Minia	3871	3394	477	12.3%
Beni Suef	2798	2368	430	15.4%
<b>Total</b>	<b>9034</b>	<b>7862</b>	<b>1172</b>	<b>13%</b>

**Table 4: Actual & Targeted No. of Workers/1000 Connections**

Authority	No. of workers/1000 connection	
	Actual	Targeted
Fayoum	5.9	5.5
Minia	9	7
Beni Suef	9.3	7

## **9. IMPROVEMENT OF WORK PROCEDURES**

During this quarter, the study of work simplification was completed. This study aims at simplifying work procedures through detailed investigation and analysis of successive work steps of selected tasks. After investigation, the advisors suggest modifications to the process to shorten its cycle time and increase productivity such as elimination of the unnecessary steps or merging others.

Authority	Selected Tasks
FEGAWS	- Petty cash procedures - Request for vacation
BEGAWS	- Petty cash procedures - Request for vacation
MEGAWS	- Application for new water connection - Application for new wastewater connection

**Table 5: Tasks Selected for Investigation**

Table 5 above shows the tasks selected by the authorities for investigation. MEUIS organizational development team will train authority counterpart staff to replicate the study for other important tasks. Table 6 shows the results of work simplification for application of new water connection in MEGAWS. The results indicate a saving of 85 steps (75%) and about 9.5 days representing also about 75% of the original time of the process.

**Table 6: Difference between Actual and Proposed Procedures of New Water Connection**

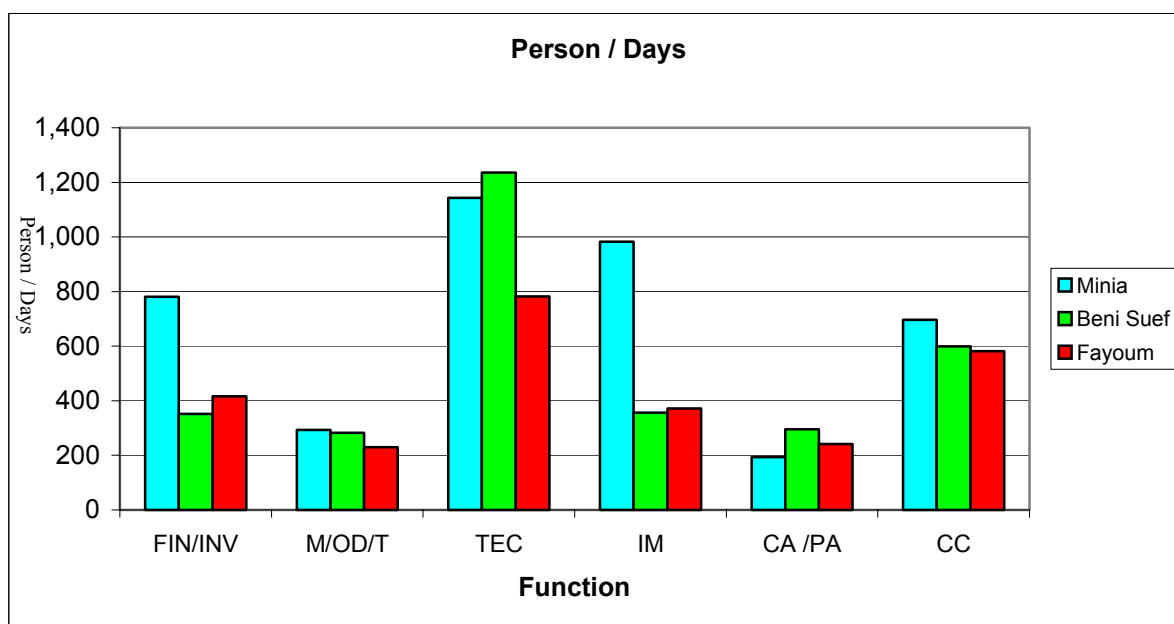
SYMOBLE	Actual				Proposed Process				Difference (Saving)			
	No. Of Steps	Time			No. Of Steps	Time			No. Of Steps	Time		
		M	H	D		M	H	D		M	H	D
Procedure	38	10	5	2	13	30	3	0	25	40	1	2
Check/inspection /revision	17	37	6	0	4	37	0	0	13	0	6	0
Transfer	53	18	7	0	13	73	0	0	40	5	6	0
Waiting or Keeping	8	5	0	10	1	0	0	3	7	5	0	7
<b>Total</b>	<b>116</b>	<b>10</b>	<b>19</b>	<b>12</b>	<b>31</b>	<b>20</b>	<b>5</b>	<b>3</b>	<b>85</b>	<b>50</b>	<b>13</b>	<b>9</b>

## **10. TRAINING PROGRAMS**

During Year 4, several training programs were conducted in the three authorities in financial management, technical affairs, systems automation, planning and management, organizational development and training, customer affairs and public awareness and others. Table 7 and figure 6 show summary of training courses implemented during the year.

**Table 7 : Training in Person Days During Year Four**

Function	Minia	Beni Suef	Fayoum	Totals
FINANCE & INVENTORY	781	352	416	1,549
MANAGEMENT & ORG. DEV. & TRAINING	293	282	230	805
TECHNICAL AFFAIRS	1,143	1236	782	3,161
COMPUTER & INFORMATION MANAGEMENT	982	356	372	1,710
CUSTOMER RELATION & PA	194	296	242	732
CROSSCUTTING	697	599	581	1,877
<b>Total</b>	<b>4,090</b>	<b>3,121</b>	<b>2,623</b>	<b>9,834</b>

**Figure 6: Distribution of Year Four Training Activities**

## **11. PUBLIC AWARENESS**

During Year Four, public awareness team continued strengthening authorities' capabilities. Public awareness units from the three authorities participated in designing and implementing public awareness campaigns and other events. Intensified public awareness campaigns, consisting of field visits, newspaper articles, seminars and other activities have had a great impact on increasing revenues and collections in the three authorities and achieving cost recovery.

Table 8 shows a summary of public awareness events that took place in the three authorities during Year Four.

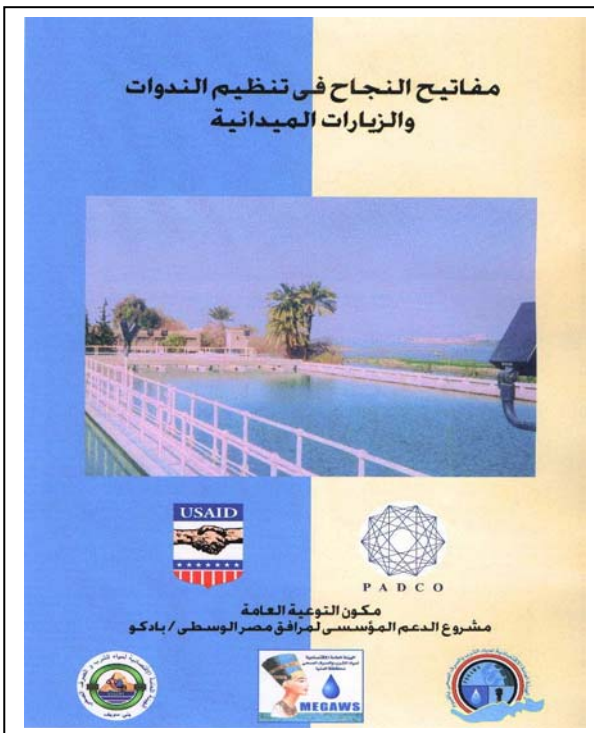
**Table 8: Summary of Public Awareness Events**

Activity	Min	BS	Fay
Calendar 2003	1	1	1
Emsakya 2003	1	1	1
Field Visits	2	8	8
Capacity Building Tours	1	1	1
Newspaper and Magazines Articles	10	8	14
Radio Coverage	-	1	2
Video Tape	-	-	1
TV Coverage	-	-	1
Special Event Seminar	1	-	1
Workshops	4	-	-
Seminars	-	3	3
<b>Total</b>	<b>23</b>	<b>20</b>	<b>30</b>



As part of its constant effort to enhance authority staff performance and enrich their capabilities and skills, MEUIS public awareness team produced a very effective and right-to-the-point manual explaining the steps to successfully organize and conduct seminars and field visits. However simple the manual is, it includes all the detailed information and steps required to carry out public awareness activities including PA annual work plan, PA activities targeted groups and schedules, estimated budget, equipment, transportation and outputs, etc. Following the guidelines of this manual, the authorities are now capable of conducting workshops, seminars and field visits on their own with support from PADCO's public awareness component.

**Cover of Manual for Conducting Seminars and Field Visits**



## SECTION 2: ACHIEVEMENTS OF THE UTILITIES

### A. FAYOUM

#### Technical Affairs:

- 100% of Fayoum City water network and 35% of wastewater maps have been completed. 15% of wastewater network database has been completed as well
- 72 km of sewers and 2,800 manholes have been cleaned by the end of this quarter as shown in figures 7 and 8 below

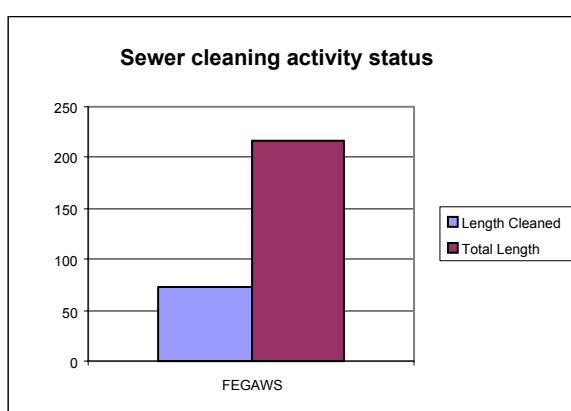


Figure 7: Sewer Cleaning Status-FEGAWS

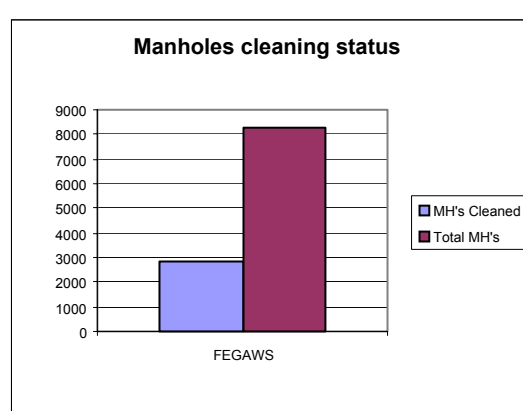


Figure 8: Manholes Cleaning Status-FEGAWS

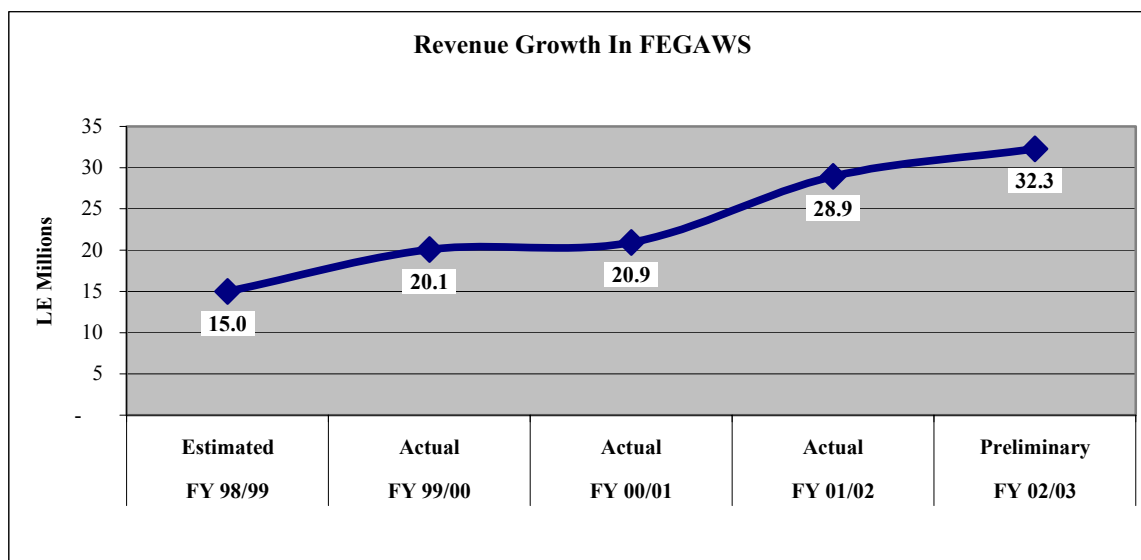
- Remarkable decrease in UFW took place in some Markazes. Table 9 shows UFW before and after mitigation

Table 9: Targeted and Actual Reduction of UFW for FEGAWS

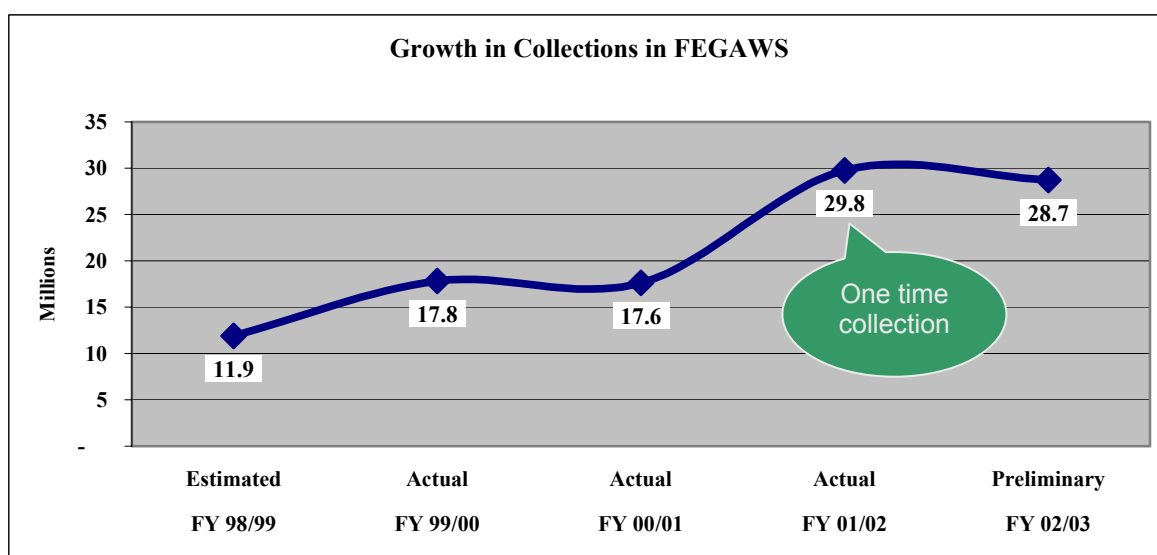
Location	UFW Before Mitigation Measures	UFW after mitigation measures	
		Targeted	Actual
<b><u>Fayoum</u></b>			
Fayoum City	47%*	35%	43%**
Sennoures Markaz	42%	35%	30%
Itsa Markaz	54%	48%	48%

**Finance:**

- Revenues have increased by 115% to LE 32 Million from LE 15 Million in FY 1998/1999 as shown in figure 9

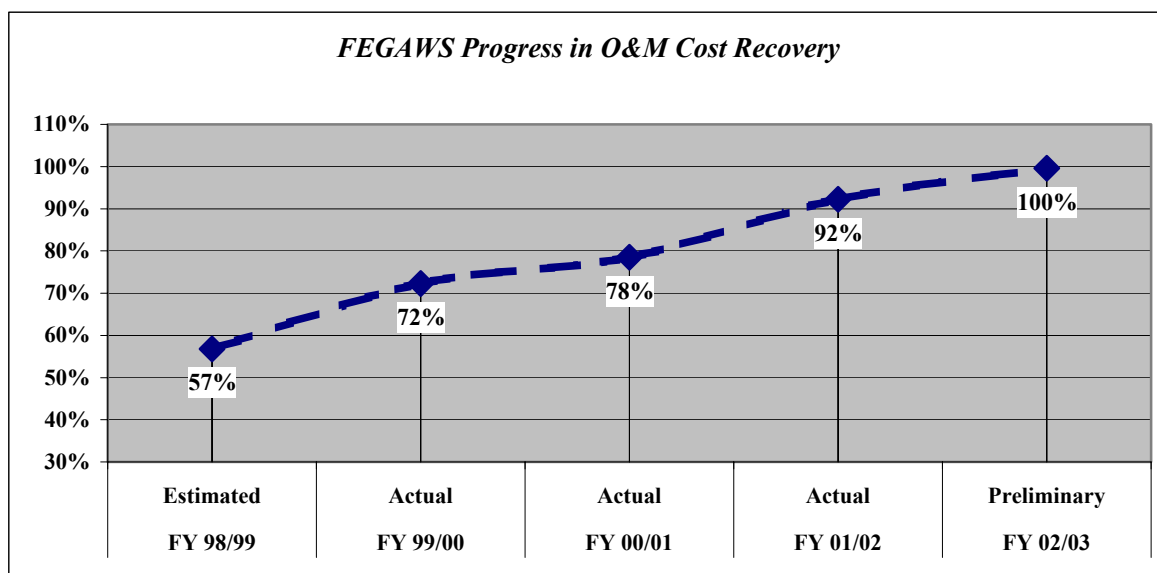
**Figure 9: Revenue Growth in FEGAWS**

- Total collections have increased by 141% since the start of the project as shown in figure 10

**Figure 10: Growth in Collections in FEGAWS**

- Cost recovery target has doubled since the start of the project as FEGAWS reaching 100% of O&M cost recovery as shown in table 11

**Figure 11: FEGAWS Progress in O&M Cost Recovery**



#### **Organizational Development:**

- Labor rationalization study has been completed, presented to chairman and approved
- Personnel appraisal system approved and implementation will start by the end of year 2003

#### **Customer Affairs & Public Relations:**

- 5 customer service centers plus headquarters have been established
- 10,000 meters have been replaced during year four

#### **Information Management:**

- EDAMS version 3,9 has been installed and tested and central database development is underway

### Status of Program Plans — Fayoum

PROGRAM PLANS	PRO. #	STATUS	COMMENTS
<b>Technical Affairs (Water)</b>			
Production Measurement	FT01	Stopped	- Will be financed through FARA
Water Distribution Network Management	FT02	On Schedule	- 30% of Fayoum network database completed
Water Distribution Network Mapping	FT03	On Schedule	- Fayoum map completed
Water Audit and Leak Detection for Fayoum City	FT04	On Schedule	- Work underway in 10 zones
Water Audit and Leak Detection for Fayoum Markaz	FT05	On Schedule	- Itsa and Sennoures completed
Leak Detection for Transmission Pipelines	FT06	On Schedule	- Fayoum, Itsa and Sennoures completed
<b>Technical Affairs (Wastewater)</b>			
Wastewater Facilities SOPs	FT07	On Schedule	
Wastewater Facilities O&M Record Keeping	FT08	On Schedule	
Wastewater Collection System Mapping	FT09	On Schedule	- 35% of Fayoum city map completed
Wastewater Collection System Management	FT10	On Schedule	- 62 km sewers and 2,800 manholes cleaned
<b>Technical Affairs (General)</b>			
Maintenance Management System	FT12	On Schedule	
QA/QC	FT13	On Schedule	
Environmental Department	FT14	On Schedule	- Central lab requirements identified and specifications developed
Energy Conservation Program	FT15	On Schedule	- Capacitors will be financed through FARA
Store and Inventory Management System	FT16	On Schedule	- Stores requirements be financed through FARA
Fleet Management	FT17	On Schedule	
Occupational Safety and Health	FT18	On Schedule	- Requirements will be financed through FARA
Project Management/Capital Investment Planning	FT19	On Schedule	
<b>Finance</b>			
Unified Accounting System	FF01	On Schedule	- Training on IAS when approved
Planned Budgeting Development	FF02	On Schedule	- Intensive and new plants operation funds will be incorporated into FY 04/05 budget
Cash Management	FF03	To Be Started	- Current system needs replacement
Cost Accounting System	FF04	On Schedule	
Tariff Study	FF05	On Schedule	- Tariff study initiated according to financial model developed in BEGAWS
Stores Accounting System	FF06	On Schedule	- Giza stores system contracted and testing underway
<b>Organizational Development &amp; Training</b>			
Strategic Plan	FM01	On Schedule	
Organizational Structure	FM02	On Schedule	
Personnel Evaluation System	FM03	On Schedule	- System approved and will start during 2003 evaluation
Labor Rationalization	FM04	On Schedule	- implementation will start during year 5
Personnel Department Development	FM05	On Schedule	
Improvement of Work Procedures and Systems	FM06	On Schedule	
Empowerment and Delegation of Authority	FM07	On Schedule	
Performance-Based Incentive Scheme	FM08	On Schedule	- All data completed and draft developed
Strengthening Authority Training Capabilities	FM09	On Schedule	

PROGRAM PLANS	PRO. #	STATUS	COMMENTS
<b>Customer Affairs &amp; Public Awareness</b>			
Customer Service Centers	FC01	On Schedule	- 5 CSCs and headquarters developed
Billing and Collection Activities	FC02	On Schedule	
Meter Activities	FC03	On Schedule	- Meter repair workshop establishment in Fayoum tendered
Public Awareness & Public Relations	FC04	On Schedule	- 30 PA events carried out during year 4
<b>Information Management</b>			
Systems Automation	FI01	On Schedule	- EDAMS version 3,9 installed - Bills issued irregularly
Management information centers Establishment	FI02	On Schedule	- Evaluation report prepared - Center renewal will start during next quarter

## B. BENI SUEF

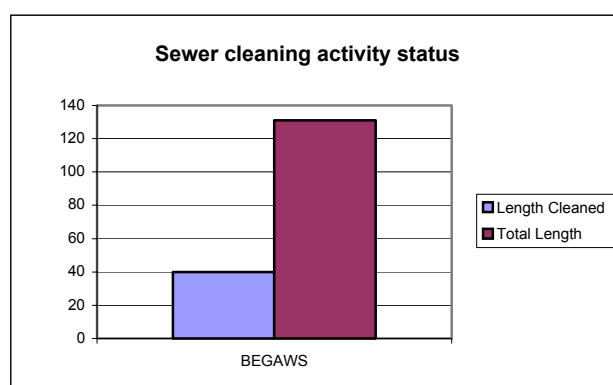
### Technical Affairs:

- Remarkable progress has been achieved in the area of network mapping. Table 10 shows the percent of completion of water maps in different cities in Beni Suef

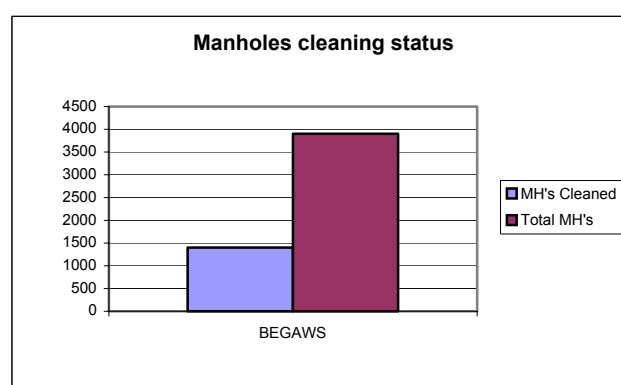
**Table 10: Mapping Status in BEGAWS**

Authority	City	% Mapping
BEGAWS	Beni Suef City	100
	El-Wasta City	100
	Nasser City	75
	Beba City	100*
	El-Fashin City	100*
	Somosta City	100*
* Mapping for these locations was conducted by the Finnish project in Beni Suef		

- 100% of Beni Suef City wastewater collection system mapping has been completed, while 35% of wastewater collection system database has been completed as well
- 40 km of sewers and 1,400 manholes have been cleaned by the end of this quarter as shown in figures 12 and 13



**Figure 12: Sewer Cleaning Status-BEGAWS**

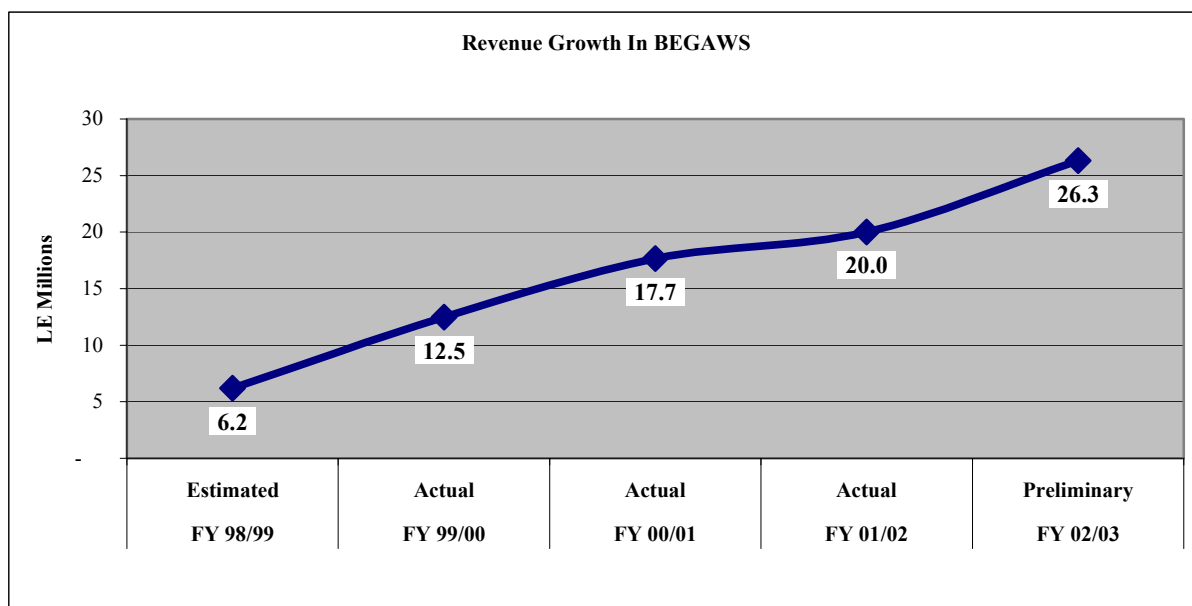


**Figure 13: Manholes Cleaning Status-BEGAWS**

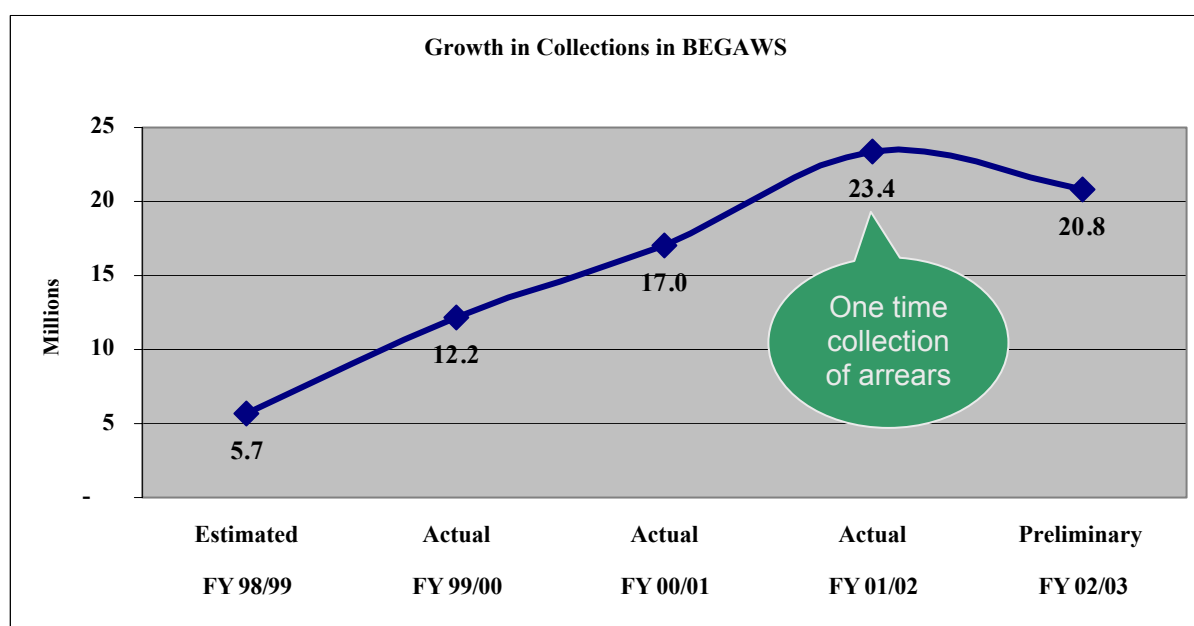
- 100% of WTPs, WWTPs and WWPSs are covered by planned preventive maintenance systems, while 50% of compact units and wells are now implementing PPM system

**Finance:**

- Revenues have increased 234% to LE 26 Million from LE 6 Million at the start of the project as shown in figure 14

**Figure 14: Revenue Growth in BEGAWS**

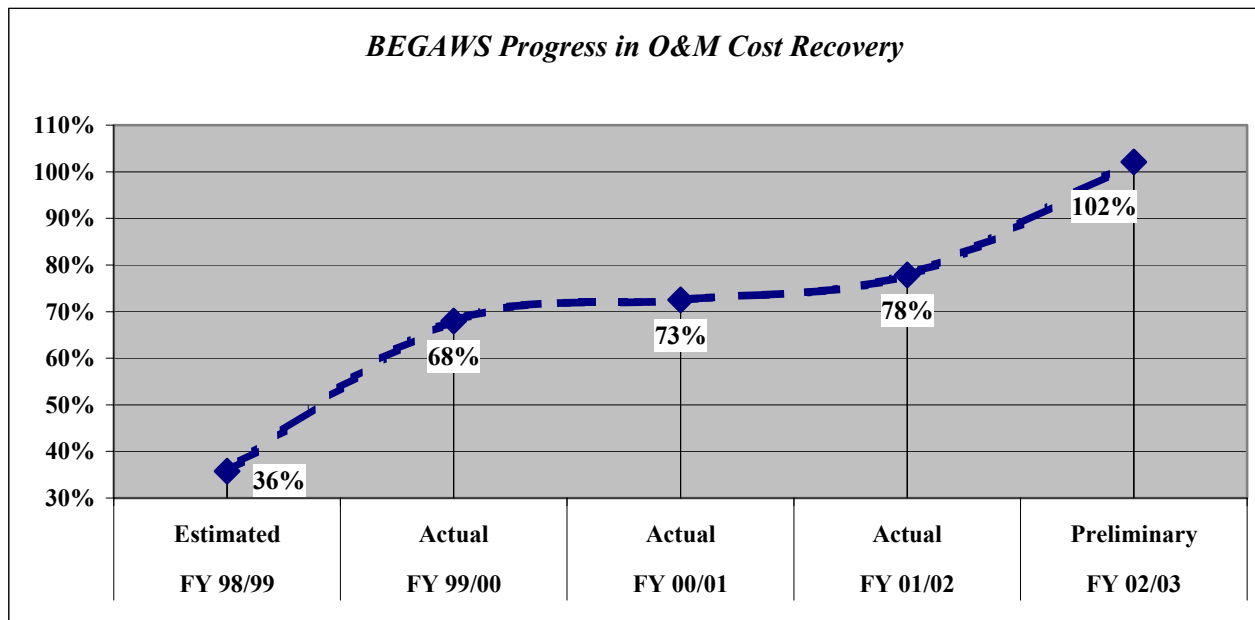
- Collections have dramatically increased as total collections have increased by 268% since the start of the project as shown in figure 15

**Figure 15: Growth in Collection in BEGAWS**



- Cost recovery target almost tripled and BEGAWS has fully achieved this target as BEGAWS reaching 102% of O&M cost recovery as shown in figure 16

**Figure 16: BEGAWS Progress in O&M Cost Recovery**



#### **Organizational Development:**

- labor rationalization study completed and approved; and implementation will start next quarter in Beni Suef and El-Wasta

#### **Customer Affairs & Public Relations:**

- 8 customer service centers plus headquarters have been established during year 4
- Meter repair workshop has been established in El-Wasta markaz
- 7,500 meters have been replaced

#### **Information Management:**

- EDAMS version 3,9 has been installed and tested at all locations
- Regular reports are produced by MIS to top management and GOE agencies

### Status of Program Plans — Beni Suef

PROGRAM PLANS	PRO. #	STATUS	COMMENTS
<b>Technical Affairs (Water)</b>			
Water Facilities Standard Operating Procedures (SOPs)	BT01	On Schedule	- All surface WTPs and 70% of compact units and wells completed
Water Facilities Operation and Maintenance Record Keeping	BT02	On Schedule	- All surface WTPs and 70% of compact units and wells completed
Production Measurement	BT03	Stopped	- Finance through FARA
Water Distribution Network Management	BT04	On Schedule	
Water Distribution Network Mapping	BT05	On Schedule	
Water Audit and Leak Detection	BT06	On Schedule	
<b>Technical Affairs (Wastewater)</b>			
Wastewater Facilities SOPs	BT07	On Schedule	- All WWTPs and WWPSs completed
Wastewater Facilities O&M Record Keeping	BT08	On Schedule	- All WWTPs and WWPSs completed
Wastewater Collection System Mapping	BT09	On Schedule	
Wastewater Collection System Management	BT10	On Schedule	- 40 km sewers and 1,400 manholes cleaned
<b>Technical Affairs (General)</b>			
Maintenance Management System	BT12	On Schedule	
QA/QC	BT13	On Schedule	
Environmental Department	BT14	On Schedule	- Central lab requirements identified and will be financed through FARA
Energy Conservation Program	BT15	On Schedule	
Store and Inventory Management System	BT16	On Schedule	- 6 stores organized - Automated stores system procured
Fleet Management	BT17	On Schedule	
Occupational Safety and Health	BT18	On Schedule	- Requirements identified and will be financed through FARA
Project Management/Capital Investment Planning	BT19	On Schedule	
<b>Finance</b>			
Unified Accounting System	BF01	On Schedule	- Training on IAS when approved
Planned Budgeting Development	BF02	On Schedule	- Intensive and new plants operation funds will be incorporated into FY 04/05 budget
Cash Management	BF03	To Be Started	
Cost Accounting System	BF04	On Schedule	
Tariff Study	BF05	On Schedule	- Study will be verified after production measurement meters installed
Stores Accounting System	BF06	On Schedule	- Automated system procured
Computerized Statements production support	BF07	On Schedule	
<b>Organizational Development &amp; Training</b>			
Strategic Plan	BM01	On Schedule	
Organizational Structure	BM02	On Schedule	
Labor Rationalization	BM03	On Schedule	- Study will be implemented in various markazes next year
Personnel Evaluation System	BM04	On Schedule	
Performance-Based Incentive Scheme	BM05	On Schedule	

PROGRAM PLANS	PRO. #	STATUS	COMMENTS
Improvement of Work Procedures and Systems	BM06	<i>On Schedule</i>	
Empowerment and Delegation of Authority	BM07	<i>On Schedule</i>	
Personnel Department Development	BM08	<i>On Schedule</i>	
Strengthening Authority Training Capabilities	BM09	<i>On Schedule</i>	
Administrational Affairs Development	BM10	<i>To Be Started</i>	

<b>Customer Affairs &amp; Public Awareness</b>			
Customer Service Centers	BC01	<i>On Schedule</i>	- 8 CSCs + headquarters established
Billing and Collection Activities Support	BC02	<i>On Schedule</i>	
Meter Activities Support	BC03	<i>On Schedule</i>	- Meter workshop established in Wasta
Public Awareness & Public Relations	BC04	<i>On Schedule</i>	- 20 PA events carried out during year 4

<b>Information Management</b>			
Systems Automation	BI01	<i>On Schedule</i>	- EDAMS version 3,9 installed in all locations - Stores system tested
Management information centers	BI02	<i>On Schedule</i>	- Center functions well and reporting started

## C. MINIA

### Technical Affairs:

- Water network mapping has been completed for Minia, El-Edwa and Dier Mowas cities, while 50% of wastewater collection system mapping has been completed and 40% of wastewater collection system database has been completed
- 65 km of sewers and 1,600 manholes have been cleaned by the end of this quarter as shown in figures 17 and 18

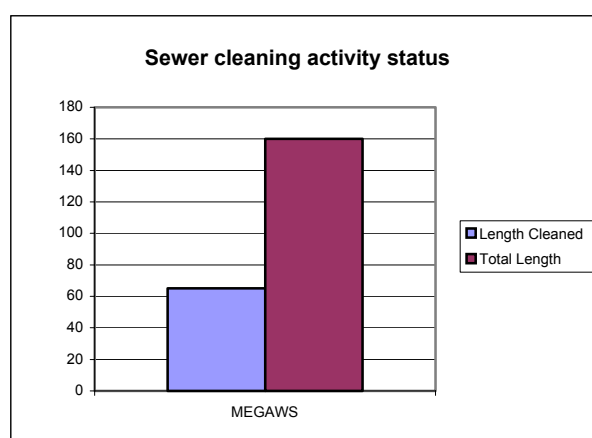


Figure 17: Sewer Cleaning Status-MEGAWS

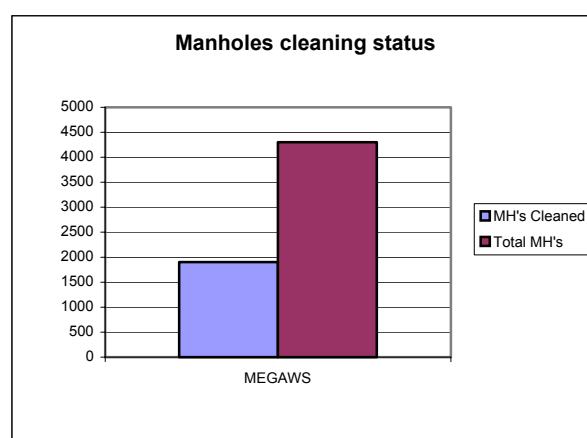
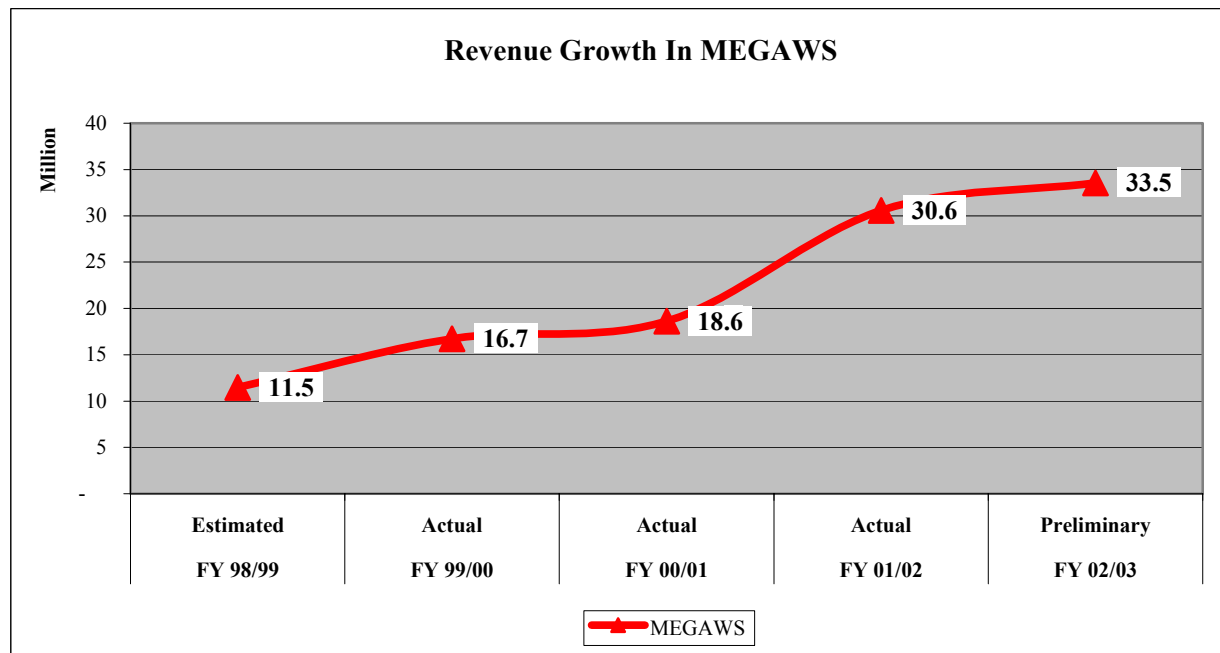


Figure 18: Manholes Cleaning Status-MEGAWS

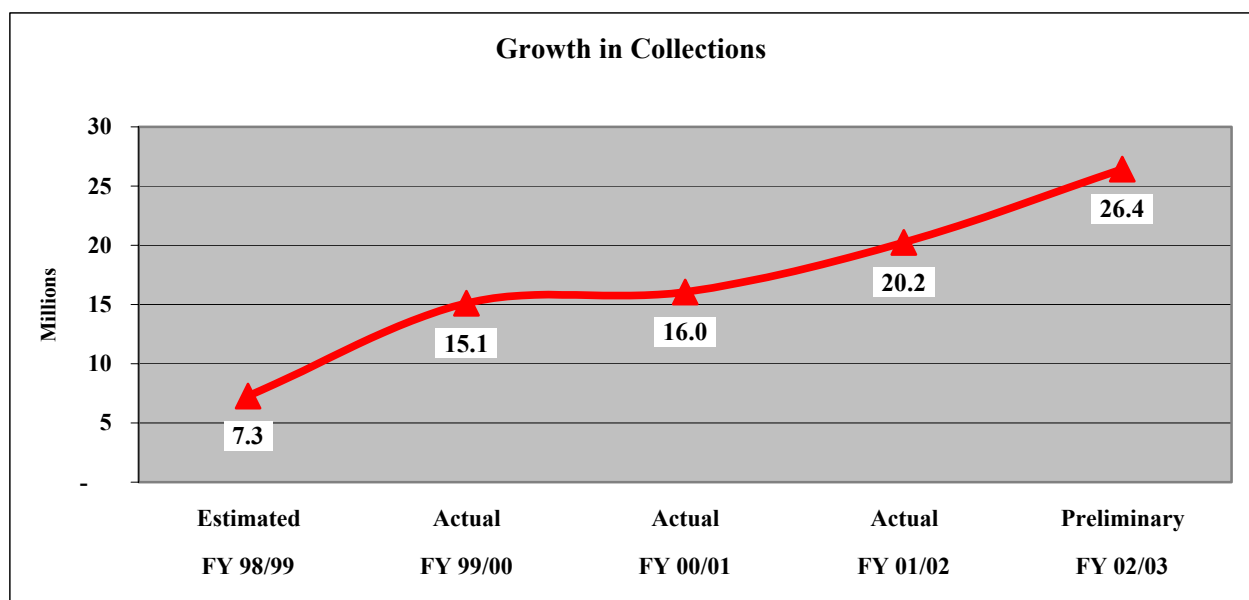
- Standard operating procedures and record keeping systems are now implemented in all water treatment plants, 90% of compact units and 70% of wells

### Finance:

- Revenues have increased 193% to LE 33,5 Million from LE 11,5 Million since the start of the project as shown in figure 19

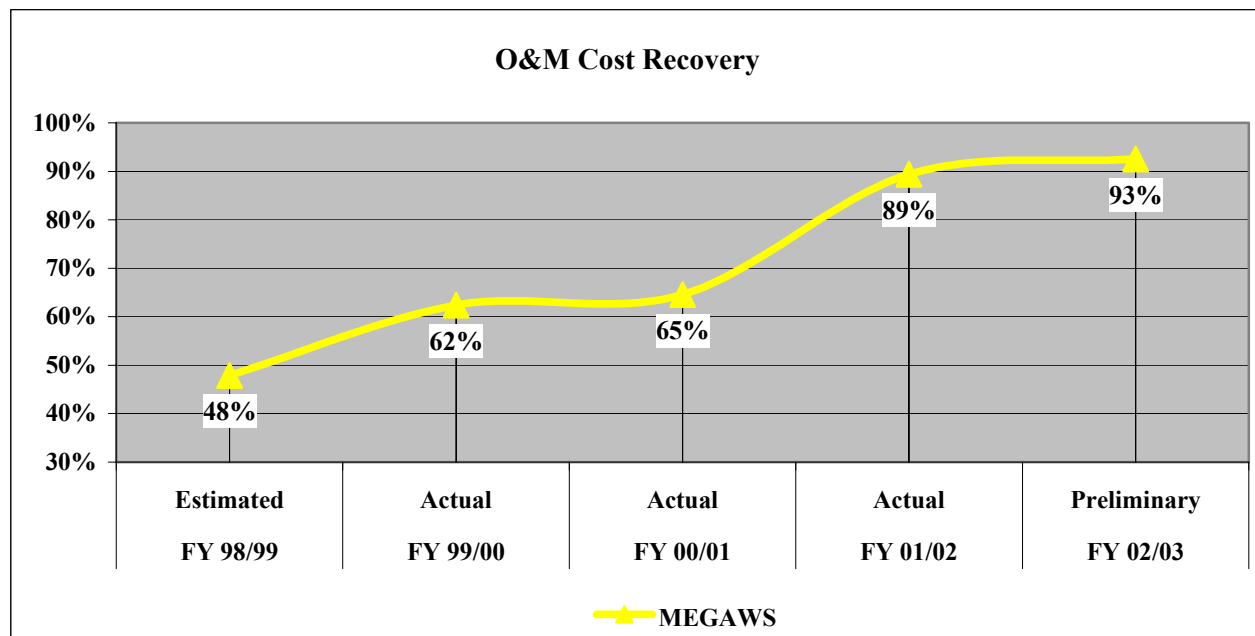
**Figure 19: Revenue Growth in MEGAWS**

- Collections have dramatically increased as total collections have increased by 264% since the start of the project as shown in figure 20

**Figure 20: Growth in Collections in MEGAWS**

- 93% of O&M cost recovery target has been achieved in MEGAWS as shown in figure 21

**Figure 21: O&M Cost Recovery in MEGAWS**



#### **Organizational Development:**

- During this quarter, work simplification study has been completed. Procedures and simplification methodology have been applied for the task of new connection application. Results proved a saving estimated at 73% of the steps and about 75% of the time taken to complete the new water connection application

#### **Customer Affairs & Public Relations:**

- Water week successfully implemented in 9 markazes (See Annex 3)
- 4 customer service centers plus headquarters have been established
- Incentive scheme has been implemented for meter readers and collectors
- Meter repair workshop has been established in Minia City
- 1,353 meters have been installed for governmental accounts

#### **Information Management:**

- EDAMS version 3,9 has been installed and tested at all locations
- Initial reports produced by MIS

### Status of Program Plans — Minia

PROGRAM PLANS	PRO. #	STATUS	COMMENTS
<b>Technical Affairs (Water)</b>			
Water Facilities Standard Operating Procedures (SOPs)	MT01	On Schedule	- All surface WTPs and 90% of compact units and wells completed
Water Facilities Operation and Maintenance Record Keeping	MT02	On Schedule	- All surface WTPs and 90% of compact units and wells completed
Production Measurement	MT03	Stopped	- Will be financed through the FARA
Water Distribution Network Management	MT04	On Schedule	
Water Distribution Network Mapping	MT05	On Schedule	
Water Audit and Leak Detection	MT06	On Schedule	
<b>Technical Affairs (Wastewater)</b>			
Wastewater Facilities SOPs	MT07	On Schedule	- Program completed in all WW facilities in Minia and Abu Qourqass
Wastewater Facilities O&M Record Keeping	MT08	On Schedule	- Program completed in all WW facilities in Minia and Abu Qourqass
Wastewater Collection System Mapping	MT09	On Schedule	
Wastewater Collection System Management	MT10	On Schedule	- 65 km sewers and 1,900 manholes completed during year 4
<b>Technical Affairs (General)</b>			
Maintenance Management System	MT12	On Schedule	
QA/QC	MT13	On Schedule	
Environmental Department	MT14	On Schedule	- Central lab requirements identified and will be financed through FARA
Energy Conservation Program	MT15	On Schedule	
Store and Inventory Management System	MT16	On Schedule	- Automated system procured - 2 stores organized
Fleet Management	MT17	On Schedule	
Occupational Safety and Health	MT18	On Schedule	- Requirements identified and will be financed through FARA
Project Management/Capital Investment Planning	MT19	On Schedule	
<b>Finance</b>			
Unified Accounting System	MF01	On Schedule	- Training on IAS when approved
Planned Budgeting Development	MF02	On Schedule	- Intensive and new plants operation funds will be incorporated into FY 04/05 budget
Cash Management	MF03	To Be Started	
Cost Accounting System	MF04	On Schedule	
Tariff Study	MF05	On Schedule	- Tariff study initiated according to financial model developed in BEGAWs
Stores Accounting System	MF06	On Schedule	- Automated system procured
Computerized Statement production support	MF07	On Schedule	
<b>Organizational Development &amp; Training</b>			
Strategic Plan	MM01	On Schedule	
Organizational Structure	MM02	On Schedule	
Labor Rationalization	MM03	On Schedule	
Personnel Evaluation System	MM04	On Schedule	
Performance-Based Incentive Scheme	MM05	On Schedule	

PROGRAM PLANS	PRO. #	STATUS	COMMENTS
Improvement of Work Procedures and Systems	MM06	On Schedule	- Implemented on new water connection application, resulting into great saving of no. of steps and process time
Empowerment and Delegation of Authority	MM07	On Schedule	
Personnel Department Development	MM08	On Schedule	
Strengthening Authority Training Capabilities	MM09	On Schedule	

<b>Customer Affairs &amp; Public Awareness</b>			
Customer Service Centers	MC01	On Schedule	- 4 CSCs + headquarters established
Billing and Collection Activities Support	MC02	On Schedule	
Meter Activities Support	MC03	On Schedule	- 1,353 meters installed for governmental accounts
Public Awareness & Public Relations	MC04	On Schedule	- 23 PA events carried out during year 4

<b>Information Management</b>			
Systems Automation	MI01	On Schedule	- EDAMS version 3,9 installed in all locations - Stores system tested
Management information centers Establishment	MI02	On Schedule	- Center functions well and reporting started



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## SECTION 3: CONCERNS & OPPORTUNITIES

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### A. FAYOUM

#### 1. Giza Financial System

- USAID has approved to procure Giza financial system for FEGAWS. This system is very essential for financial activities and requires an extended period of training for about 10 staff from the financial department. It will also entail data entry of FY 2002/2003 and producing financial reports to be verified against the current system results

#### 2. Management Information System (MIS)

- Providing required equipment for the MIS and selection and training of staff poses a great challenge as operation is anticipated to be initiated during next quarter

### B. BENI SUEF

#### 1. Retirement of Vice Chairman for Administrative and Financial Affairs

- The retirement of BEGAWS vice chairman for administrative and financial affairs in January 2004 represents a substantial turning point in the efficiency and effectiveness of financial department performance. He is a highly qualified professional who possesses the ability of decision making and staff orientation. It will be required to conduct intensive training for his replacement by the project to ensure sustainability of the high performance of financial department

### C. MINIA

#### 1. Cost Accounting Staff

- Providing sufficient staff for the cost department still poses an obstacle for completing the positional structure for this department. Consequently, the results appear incomplete and unattainable. It is hoped that during next quarter, 3 staff members could be made available to support the department

## **D. CROSS CUTTING**

### **1. FARA Projects**

- The approval of USAID for FARA projects is a very important step that will enhance authorities' efficiency and provide required commodities and services (\$2 for each authority) equivalent to LE 36 million for the three authorities. the implementation of FARA planned projects requires a long series of procedures and actions that should be taken within a limited period of time. These procedures include developing the technical specification, preparing tendering documents, bidding and awarding, delivering and installing commodities and services. The project provides assistance to the three authorities in all these steps and phases until equipment installed and operated, and services activated. Consequently, the project will intensify its efforts during the next period to accomplish this task

### **2. Organizational Structures and Labor Rationalization Studies**

- During this quarter, the implementation of the newly updated organizational structures including zone system will start. Also, the application of labor rationalization studies will start in the three authorities. This will require a great effort by the project supported by close cooperation from the three authorities to implement these studies which will directly impact authorities' performance and their economical indicators

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## SECTION 4: PLAN FOR THE COMING QUARTER

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### A. FAYOUM

#### **Technical Affairs:**

- Complete QA/QC for Fayoum water distribution network map
- Complete water audit and water loss reduction and leak detection in Ibshway Markaz
- Start implementation of SOPs and RK for ponds and WWTPs
- Continue sewer and manhole cleaning program
- Follow up on sampling program
- Start bidding and awarding under FARA for high priority projects
- Continue training on project management

#### **Finance:**

- Develop FY 2004/2005 budget including funds for incentive scheme and O&M funds for new projects
- Contract and install Giza system

#### **Organizational Development:**

- Conduct management committee meeting
- Start implementation of modified organizational structure
- Prepare forms, instructions and guidelines for the implementation of personnel appraisal system
- Start implementation of manpower rationalization study in Fayoum division
- Complete report on performance based incentive scheme
- Finalize and approve year 5 training plan
- Develop and approve training system manual

**Customer Affairs & Public Relations:**

- Conduct large customer survey
- Develop new commercial activities (new connection material supply and LS prices)

**Information Management:**

- Train staff on system administration
- Prepare draft IT management contract
- Start enhancement of FEGAWS management information system

## **B. BENI SUEF**

### **Technical Affairs:**

- Implement troubleshooting program in all major WTPs
- Continue implementation of SOPs in the remaining compact units and wells
- Start bidding and awarding under FARA for high priority projects
- Conduct QC for El-Wasta City and Nasser City water distribution network maps
- Follow up and ensure sustainability of SOPs and RK in all WWTPs and WWPSs
- Continue task of cleaning sewers and manholes
- Follow up on sampling program
- Follow up on implementation of stores computerized system
- Continue training on project management

### **Finance:**

- Develop FY 2004/2005 budget including funds for incentive scheme and O&M funds for new projects
- Start data entry for FY 2003/2004 and produce financial reports
- Train staff on cash management system

### **Organizational Development:**

- Conduct 1 quarterly management committee meeting
- Start implementation of modified organizational structure
- Implement manpower rationalization study in Beni Suef and El-Wasta
- Plan and conduct workshop for middle management on “Improvement of work procedures and systems”
- Finalize and approve year 5 training plan

**Customer Affairs & Public Relations:**

- Conduct large customer survey
- Develop new commercial activities (new connection material supply and LS prices)
- Establish meter test section in El-Wasta workshop
- Produce Emsakya and new year calendar
- Ramadan event

**Information Management:**

- Train staff on system administration
- Prepare draft IT management contract
- Produce regular reports from MIS to various levels of management and GOE agencies

## **C. MINIA**

### **Technical Affairs:**

- Implement troubleshooting program in all major WTPs
- Continue implementation of SOPs in the remaining compact units and wells
- Start bidding and awarding under FARA for high priority projects
- Perform QC for Minia City water distribution network map
- Complete water audit in Maghagha City
- Follow up on sampling program for QA/QC
- Continue training on project management

### **Finance:**

- Develop FY 2004/2005 budget including funds for incentive scheme and O&M funds for new projects
- Start data entry for FY 2003/2004 and produce financial reports
- Train staff on cash management system
- Initiate tariff study according to Beni Suef financial model

### **Organizational Development:**

- Conduct 1 quarterly management committee meeting
- Start implementation of modified organizational structure
- Implement manpower rationalization study in Minia and Samalout
- Plan and conduct workshop for middle management on “Improvement of work procedures and systems”
- Finalize and approve year 5 training plan
- Develop, approve and implement the training system manual

**Customer Affairs & Public Relations:**

- Establish a customer service center in Maghagha
- Conduct large customer survey
- Develop new commercial activities (new connection material supply and LS prices)
- Establish meter test section in Malawi
- Produce Emsakya and new year calendar
- Ramadan event

**Information Management:**

- Train staff on system administration
- Prepare draft IT management contract
- Produce regular reports from MIS to various levels of management and GOE agencies



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## APPENDICES

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## APPENDIX 1: DETAILED FIGURES OF REVENUES, COLLECTION AND COST RECOVERY IN THE 3 EGAS

### BEGAWS

#### Revenues (LE 000)

Year	1999/2000	2000/2001	2001/2002	2002/2003
Water Sold	8033	10829	10685	14173
Sales Of Services	2928	5243	6523	7352
Goods Purchased For Sale	483	240	93	617
Others	1029	1345	2721	4178
<b>Total</b>	<b>12473</b>	<b>17657</b>	<b>20022</b>	<b>26320</b>

#### Collection (LE 000)

Year	1999/2000	2000/2001	2001/2002	2002/2003
<b>Total Revenues Collected</b>	<b>8033</b>	<b>17001</b>	<b>22500</b>	<b>20800</b>

The increase in collection in the year 2001/2002 due to the one time collection from the governmental accounts

#### Cost Recovery (LE 000)

Year	1999/2000	2000/2001	2001/2002	2002/2003
Total Costs (Excluding Depreciation)	18343	24343	23890	25780
Total Revenues	<b>12473</b>	<b>17657</b>	<b>20022</b>	<b>26320</b>
<b>Percent of O&amp;M Costs Recovered</b>	<b>68%</b>	<b>73%</b>	<b>84%</b>	<b>102%</b>

**FEGAWS****Revenues (LE 000)**

Year	1999/2000	2000/2001	2001/2002	2002/2003
Water Sold	15753	16970	23146	26871
Sales Of Services	1104	1529	1870	1823
Goods Purchased For Sale	2390	1889	3118	2443
Others	844	534	793	1159
<b>Total</b>	<b>20091</b>	<b>20922</b>	<b>28927</b>	<b>32296</b>

**Collection (LE 000)**

Collections	1999/2000	2000/2001	2001/2002	2002/2003
Water Collected		11951	23696	22188
Sewerage Collected		1715	1862	1654
Internal Production		5	0	0
Services Collected		1157	1983	1837
Sludging Collected		372	137	173
Commodities For Sale Collected		1889	1881	2344
Scrap		22	0	0
Other Revenues		507	206	515
<b>Total Revenues Collected</b>	<b>17834</b>	<b>17618</b>	<b>29765</b>	<b>28711</b>

**Cost Recovery (LE 000)**

Year	1999/2000	2000/2001	2001/2002	2002/2003
Total Costs (Excluding Depreciation)	27804	26653	31357	32432
Total Revenues	<b>20091</b>	<b>20922</b>	<b>28927</b>	<b>32296</b>
<b>Percent of O&amp;M Costs Recovered</b>	<b>72%</b>	<b>78%</b>	<b>92%</b>	<b>100%</b>

## MEGAWS

### Revenues (LE 000)

Year	1999/2000	2000/2001	2001/2002	2002/2003
Water Sold	11953	14335	18914	20953
Sales Of Services	2189	2618	5067	2561
Goods Purchased For Sale	0	0	3524	3548
Others	2569	2279	3067	6462
<b>Total</b>	<b>16711</b>	<b>19232</b>	<b>30572</b>	<b>33524</b>

### Collection (LE 000)

Year	1999/2000	2000/2001	2001/2002	2002/2003
<b>Total Revenues Collected</b>	<b>15110</b>	<b>16047</b>	<b>20249</b>	<b>26436</b>

### Cost Recovery (LE 000)

Year	1999/2000	2000/2001	2001/2002	2002/2003
Total Costs (Excluding Depreciation)	26773	28853	34215	36232
Total Revenues	16711	19232	30572	33524
<b>Percent of O&amp;M Costs Recovered</b>	<b>62%</b>	<b>67%</b>	<b>89%</b>	<b>93%</b>

## APPENDIX 2: SUMMARY OF VEHICLES DETAILED BREAKDOWN BY CATEGORY

### A. Fayoum

Type of Vehicle/Equip	Technical Status			Total
	Serviceable	Broken	Un-repairable	
Vacuum Vehicles	28	26	7	61
Jet Trucks and Tractors	10	4	0	14
Mobile Workshop Vehicles	4	1	0	5
Catch-basin Trucks	3	1	0	4
Uploading Craned Vehicle	8	0	0	8
Sedan	3	2	0	5
Vans and Pickups	41	4	0	45
Trucks and Pickups	5	2	0	7
Loaders, excavators and Dumpers	13	1	0	14
Compressors	3	0	0	3
Cranes	5	0	0	5
Tractors	17	1	0	18
Vacuum Tractors	14	0	0	14
<b>Total</b>	<b>154</b>	<b>42</b>	<b>7</b>	<b>203</b>

### B. BENI SUEF

Type of Vehicle/Equip	Technical Status			Total
	Serviceable	Broken	Un-repairable	
Vacuum Vehicles	47	27	11	85
Jet Trucks and Tractors	3	3		6
Mobile Workshop Vehicles	2			2
Catch-basin Trucks	2	1		3
Uploading Craned Vehicle	1			1
Sedan	1			1
Vans and Pickups	9	3		12
Trucks and Pickups	28	18	3	49
Loaders, excavators and Dumpers	9	2		11
Compressors				0
Cranes	1			1
Tractors	4	9	4	17
Vacuum Trailer		7	5	12
Bus	1	1		2
Fork Lift	2			2
Grader	1			1
<b>Total</b>	<b>111</b>	<b>71</b>	<b>23</b>	<b>205</b>

**C. MINIA**

Type of Vehicle/Equip	Technical Status			Total
	Serviceable	Broken	Un-repairable	
Vacuum Vehicles	69	43	15	127
Jet Trucks and Tractors	5	3	1	9
Catch-basin Trucks	3			3
Loaders, excavators and Dumpers	3	2		5
Pickups	40	5	1	46
Trucks and Pickups	8	2		10
Workshop Vehicles	1			1
Damper	3			3
Tractors	19	39	2	60
Trailer	17	8	3	28
Fork Lift	2	1		3
Mobile Crane	1			1
Vehicle equip. with loading crane	1			1
Vehicle with water tank	1	1		2
<b>Total</b>	<b>173</b>	<b>104</b>	<b>22</b>	<b>299</b>

### **APPENDIX 3: PRESS RELEASES**

**October Magazine    August 31, 2003**  
**“Water conservation campaign in Minia”**

Under the auspices of General Hassan Hemida, governor of Minia, and in collaboration with Middle Egypt Utilities Institutional Strengthening Project, the Economic General Authority for Water and Sanitation in Minia, under the leadership of chairman Mahmoud Abou Zied, is organizing an intensive water conservation campaign for six days (13-18 September 2003) titled “Week of Consumption Rationalization, Regular Payment and Water Loss Reduction for Service Improvement”.

The campaign aims at relaying the following messages to the governorate citizens:

- Water drop means life, so conserve it.
- Payment of water bill guarantees special service.
- Blessing of water has no alternative, so keep it for yourself and your children.
- Our water resources and share are limited, so please keep it.
- Appropriate water usage and consumption rationalization is the proof of your awareness of the value of life.
- Water is a trust among us; and payment of water bill helps us provide services honestly and distinguishably

**Al-Ahram NEWSPAPER    September 3, 2003****“One Week Campaign in Minia”**

General Hassan Hemida, governor of Minia, has approved to sponsor the “One Week Campaign” organized by Economic General Authority for Water and Sanitation in Minia under the leadership of chairman Mahmoud Abou Zied, and in collaboration with Middle Egypt Utilities Institutional Strengthening Project. The campaign aims at water conservation, water loss reduction and arrears collection.

Ahmed Sief El-Nasser, public awareness component manager, said that the campaign is the first of its kind in Egypt. It will be held of a whole week in all the nine markazes of Minia governorate. The public will participate with opinion leaders, popular and executive councils leaders.



***El Ahram NEWSPAPER    September 2003*****“BEGAWS Certified the First by Donors, Meter Per Capita Increase to 120 m3/day”**

The article addresses achievements reached by BEGAWS and services expansion activities currently underway to cover all governorate cities and markazes either in water or wastewater services.

The article also indicates that for the first time, BEGAWS has developed the planned budget for FY 2003/2004, linking it to various cost centers. Also, computerized water bills are initiated to cover all governorates's cities and villages. Wastewater projects are underway funded by NOPWASD.

**APPENDIX 4: PROJECT STAFF**

Task	Name	Assignment	Base	Firm
<b>Mgmt. &amp; Admin</b>	Ernest Slingsby	Chief of Party	Fayoum	PADCO
	Hesham Sabra	Deputy Chief of Party	Fayoum	PADCO
	Rawhia Hassan	Project Office Manager	Fayoum	PADCO
	Mohamed Yousry	Finance and Admin Manager	Fayoum	PADCO
	Rabab Fawzy	Junior Accountant	Fayoum	PADCO
	Yasser Abdel Hamid	Accountant	Minia	EQI
	Dina Ezzat	Senior Secretary	Fayoum	EQI
	Reem Galal	Admin. Assistant	Beni Suef	EQI
	Abeer Mekky	Executive Secretary	Fayoum	PADCO
	Marian Adel	Fayoum Secretary	Fayoum	PADCO
	Sahar Said	Minia Secretary	Minia	EQI
	Doaa Safwat	Beni Suef Secretary	Beni Suef	PADCO
<b>Technical Affairs</b>	Ahmed Kandil	Tech. Affairs Task Manager	Fayoum	PADCO
	Magdi Mousa	O&M Specialist	Beni Suef	ECG
	Tallal Ibrahim Hassan	O&M Specialist	Minia	ECG
	Hany William	O&M Chemist	Beni Suef	ECG
	Ayman Nassar	Water & WW Specialist	Fayoum	PADCO
	Mohamed Sahaban	Energy Conservation Expert	Fayoum	PADCO
	Abdel Ghany El-Laithy	Water & WW Specialist	Fayoum	PADCO
	Olfat Abdallah Mohamed	O&M Assistant Engineer	Minia	PADCO
	Yahia Zakaria Yousef	O&M Assistant Engineer	Beni Suef	PADCO
	Omar Afifi	W&WW Specialist	Beni Suef	PADCO
	Asaad Salama	OHS Specialist	Beni Suef	PADCO
	Abdel M. El-Khawaga	Stores & Invent. Advisor	Beni Suef	PADCO
	Ahmed Mohamed Lebda	Stores Technical Specialist	Beni Suef	ECG
	Ahmed Abdel Hamid	WLR Task Manager	Fayoum	ECG
	Michel Makram	WLR Specialist	Beni Suef	ECG
	Elia Abdel Messeih	WLR Specialist	Minia	ECG
	Mohamed Sayed A.Dayem	WLR Assistant Engineer	Fayoum	PADCO
	Ahmed Abdel Haseeb	WLR Assistant Engineer	Beni Suef	PADCO
	Wesam Wahid Talaat	WLR Assistant Engineer	Minia	PADCO
	Yasser Kotb	WLR Specialist	Fayoum	PADCO
	Sayed Ramadan	WLR Technician	Fayoum	PADCO
	Abdel Hafiz Sayed	O&M Assistant Technician	Beni Suef	ECG
<b>Customer Affairs</b>	Taher Youssef	CA Task Manager	Beni Suef	ECG
	Adel Edward	CA Advisor	Fayoum	PADCO
	Mohmed Zien	CA Advisor	Beni Suef	PADCO
	Somaya Ahmed	CA Secretary	Beni Suef	EQI
	Ahmed Bahgat	CA Specialist	Beni Suef	PADCO
	Mohamed Hamed	CA Specialist	Minia	EQI
	Ahmed Salah Helmy	CA Specialist	Fayoum	EQI
	Refaat Yousef	CA Specialist	Minia	ECG
	Alaa Goma Kotb	Data Entry Assistant	Minia	PADCO
	Mona Qurany	Data Entry Clerk	Beni Suef	PADCO
	Mohamed Khalaf	Data Entry Clerk	Minia	PADCO
<b>Finan</b>	Mohamed Ibrahim	Finance Task Manager	Minia	PADCO
	Mahmoud Bakr	Financial Advisor	Fayoum	EQI

Task	Name	Assignment	Base	Firm
	Sabra Mowad	Financial Specialist	Beni Suef	EQI
	Ahmed Samy	Financial Specialist	Beni Suef	EQI
	Ahmed Mohamed Ali	Financial Specialist	Minia	EQI
Inf. Mgmt.	Montasser Sarhaan	IM Task Manager	Fayoum	PADCO
	Ahmed Barakat	IM Senior Computer Engineer	Fayoum	ECG
	Ahmed Hussein Wahba	Junior IM Technology	Beni Suef	PADCO
	Ismail Naguib	Junior IM Technology	Minia	ECG
	Hazem Taha Mohamed	Assistant Computer Engineer	Beni Suef	PADCO
	Taha Mohamed Taha	Assistant Computer Engineer	Minia	PADCO
	Mohamed Owais	Assistant Computer Engineer	Fayoum	PADCO
Training	Mokhles Asaad	Training Manager	Fayoum	EQI
	Emad Abdel Gahffar	Training Coordinator	Fayoum	EQI
	Yehia Zakaria	Training Coordinator	Fayoum	EQI
P, M&E	Magdy A. Wahab Mousa	P, M & E Task Manager	Fayoum	PADCO
	Ahmed Aladdin Edessa	P, M & E Advisor	Fayoum	PADCO
	Mohamed Abdel Hady	P, M & E Specialist	Minia	ECG
	Nagy Mohamed	Translator	Fayoum	EQI
Org. Dev.	Salah Zaki	OD Task Manager	Fayoum	EQI
	Mamdouh Barakat	OD Advisor	Fayoum	PADCO
	Mekhael Labib	OD Advisor	Fayoum	PADCO
Public Awareness	Ahmed Seif El-Nasr	PA Task Manager	Cairo	EQI
	Heba El-Refai	Social Economy	Cairo	EQI
	Hesham Azmy	Social Economy	Cairo	EQI
	Shoukry Hussein	Social Economy	Cairo	EQI
	Asma El-Hakim	Media/Press Relations	Cairo	EQI
Support Staff	Mohamed Farid	Admin. Assistant	Fayoum	EQI
	Hesham Rizk	Admin. Assistant	Fayoum	EQI
	Ahmed Fahmy	Admin. Assistant	Fayoum	PADCO
	Mostafa Ahmed	Admin. Assistant	Fayoum	PADCO
	Mohamed Lotfy	Car Pool Supervisor	Fayoum	EQI
	Kamal Mamdouh	Driver	Fayoum	EQI
	Ehab Sayed	Driver	Fayoum	EQI
	Ahmed Kadry	Driver	Minia	EQI
	Essam Mamdouh	Driver	Fayoum	EQI
	Adel Abdel Rahem	Driver	Beni Suef	EQI
	Mohamed Abdel Gawad	Driver	Fayoum	EQI
	Mohamed Abdel Hamid	Driver	Beni Suef	EQI
	Zakaria Yousef	Driver	Minia	EQI
	Magdy El-Sayed	Driver	Fayoum	EQI
	Elkhalil Ibrahim	Office Keeper	Fayoum	EQI
Office Boys	Rokaya Ahmed	Office Girl	Fayoum	EQI
	Samah Gaber	Office Girl	Fayoum	EQI
	Khaled Eweis	Office Boy	Beni Suef	EQI
	Nasser Mohamed	Office Boy	Beni Suef	EQI
	Magdy Ateya	Office Boy	Minia	EQI
	Fadl Hossein	Office Boy	Minia	EQI